

USAREC

January 1992

Recruiter Journal



The Winners

LET US REMEMBER... ♦ ♦ ♦

"While people abroad recognize the universality of Martin's message, far too many in his own country mistakenly think of the day commemorating his legacy and contributions as an African-American holiday."

So said Coretta Scott King, widow of slain civil rights leader Martin Luther King Jr., in her 1991 King holiday message.

"An African-American holiday? Not at all. The Martin Luther King Jr. holiday is a national holiday," said Ronald Quincy, executive director of the Martin Luther King Jr. Center for Non-Violent Social Change in Atlanta. "Forty-eight states now recognize the King federal holiday as a state-paid holiday. Only Arizona and New Hampshire haven't passed companion legislation."

"It's also an international holiday with more than 100 foreign countries honoring Dr. King's birthday," he said. "He reached out to all Americans. It's a multi-cultural, multiracial celebration."

"These citizens of the world come to pay homage," said Quincy, a former associate vice president and assistant to the president of Harvard University. "They come on a pilgrimage. They come to receive spiritual rejuvenation, to be trained in non-violence, to exchange viewpoints on conflicts occurring in their regions of the world. They discuss how they are attempting to resolve those issues and what role Dr. King's non-violence principles play in resolving human conflict."

Each year, a cross section of American society representing every state gathers in Atlanta to participate in

the annual King Week parade and march, Quincy said. The theme is "Where Do We Go From Here? Non-Violence: A Blueprint for Life."

"Mrs. King's fundamental philosophy is grounded in Kingian non-violence," he said. "But she wasn't in opposition to the warriors because they are our sons, daughters." Mrs. King is founding president and chief executive officer of the King Center.

Quincy praised the military's role in integrating America. He said many minorities have a much better chance for achievement in the military than in the private sector. "If you commit yourself, you'll be able to hold your head up high, earn a good living, get further training, further advancement, take care of your family, retire with benefits and perhaps start another career," he said.

"The military continues to outdistance the rest of government, the private sector and the academic community with respect to integration and career advancement," he said. "Serving in the military is a noble cause. That message needs to be told."

Quincy is influenced by King's viewpoints on war and peace. "Dr. King said, 'It is not enough to say we must not wage war. It is necessary to love peace and sacrifice for it. We must concentrate not merely on the eradication of war, but on the affirmation of peace.'"

"I'm proud of all the men and women in the armed forces," Quincy said. "I'm proud of them equally because they're serving themselves, their families and their country."

Rudi Williams, AFIS



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The way I see it

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

I feel that MEPS should issue a Certificate of Enlistment to US Army Reserve enlistees also. They need to feel just as special as a Regular Active Duty enlistee.

Let them know that they are a total part of the "One Army Concept" and that they are just as important as a Regular Army enlistee.

Many times USAR enlistees want to know why they don't have enlistee certificates or cards of guarantee that RA enlistees receive. If we are truly a "One Army Concept," then show it to our USAR enlistees also.

A recruiter writes:

I think that the selection process for the Hometown Recruiter Assistance Program needs to be overhauled.

For 2 years I've seen soldiers who were honor graduates of AIT or soldier of the month/quarter and Desert Storm soldiers being selected for HRAP. These soldiers are above their peers in most cases, but many were not active in their high school programs. The recruiter knows more than commanders about the soldier's social and academic status. I'd bring back a soldier who was a strong DEP member, deeply involved in high school and community. I see other branches of the service bringing back their best DEPs in the HRAP, and the bottom line is quality contracts.

A recruiter writes:

I have a big problem as a Reserve recruiter dealing with soldiers coming off of Active Duty with a remaining MSO of up to four to six years. It is hard to sell the Reserves for that entire period. Has any thought been given to a program in which a soldier could transfer into a TPU for 12 to 18 months? I'm sure a lot of these soldiers would like to try the Reserves, but not for the entire period of their MSO. This would allow them the option of staying with their unit or transferring back to the IRR after their 12 to 18 month periods. If this option would have been in effect RSM Oct 91 I would have gotten two more prior service contracts.

Reserve Affairs responds:

There are currently several programs in place that were designed to instill a sense of pride and accomplishment in newly enlisted USAR members. Guidance counselors are required to issue the USAREC Form 436A, USAR DTP Wallet Card, and USAREC Form 589, Certificate of Enlistment, to all new DTP members. Additionally, USAREC Regulation 601-82 requires the recruiting battalion commander to send a welcome letter to all USAR enlistees.

We will look into the possibility of making the Certificate of Enlistment USAR specific so new members feel like part of the USAR team. We will also incorporate the requirement for issuing the Certificate of Enlistment into the USAR Ownership Regulation so that all information is consolidated.

Recruiting Operations responds:

You can request the recruiter aide of your choice. In an effort to provide recruiters with quality recruiter assistants, USAREC has expanded the eligibility criteria of the HRAP and has conducted a test of the program. The test program evaluated recruiter assistants who were enroute to their next duty assignment, in the top 10 percent of their AIT class, recommended by their company commanders, requested by their recruiting station commanders or home on leave from OCONUS. The evaluation of the expanded eligibility criteria resulted in a recommendation to ODCSPER that the HRAP include the change that you have recommended. Approval of the new HRAP is due in early FY 92.

Reserve Affairs responds:

Your idea has merit; however, this is a policy change that requires DA approval. We have forwarded your proposal to them with a recommendation that it be approved. If adopted, the provisions of the policy would be incorporated into AR 601-210.

***How do you see it?
Send your comments on the
form on page 15.***

Voluntary separation

■ As part of the National Defense Authorization Act for FY 92, Congress has approved two voluntary incentive programs to assist in maximizing voluntary separations during the drawdown.

To be eligible for these incentives in FY 92 the soldier must:

- Have served on active duty for more than 6 years before 5 Dec 91, but have served less than 20 years at time of separation;
- Have completed initial period of enlistment or initial period of obligated service prior to separation;
- Have served at least 5 years of continuous active duty immediately preceding the date of separation;
- Be in the Regular Army, a Reserve commissioned officer on the active duty list (ADL), or a Reserve warrant officer/enlisted soldier on extended active duty (EAD);
- Enter into a written agreement to accept an appointment, enlistment, or transfer to the Ready Reserve.

Eligible soldiers who voluntarily separate and who are offered these incentives may apply for either special separation benefits (SSB) or voluntary separation incentives (VSI).

Special Separation Benefit (SSB)

This incentive is a lump sum payment equal to 15 percent of the soldier's annual basic pay multiplied by his years of active service.

Soldiers who apply for this incentive are required to enter into a written agreement to serve in the Ready Reserve for a period of not

less than 3 years, in addition to any remaining military service obligation based in statute, following separation from active duty.

Soldiers who receive SSB and who subsequently serve on active duty, Reserve duty in a pay status, or inactive duty for training shall not forfeit any SSB or compensation received.

Soldiers who have received SSB and who subsequently qualify for retired pay shall have deducted from their retired pay a proportionate amount based on the service for which SSB was received. Recoupment will be deducted from each payment of retired pay until the total amount deducted is equal to the total amount of SSB received.

Soldiers approved for SSB will receive the same non-monetary transition benefits as those involuntarily separated. These benefits include:

- Commissary and exchange privileges for soldiers and their eligible family members for 2 years after the date of separation.
- Employment preference in nonappropriated fund instrumentalities.
- Transitional health care (CHAMPUS or medical treatment facility) for a period of 120 days after the separation date.
- Continued use of military family housing for up to 180 days following separation, space permitting, for a reasonable rental charge.
- 30 days excess leave or 10 days permissive TDY to facilitate transition to private sector employment and relocation activities. Reminder, excess leave is leave without pay and should be used sparingly.

- Priority in affiliating with the National Guard/Reserves.
- Expanded travel and transportation allowances and services.
- Continuation of enrollment in DoD Dependent Schools for high school seniors.
- Additional opportunity to enroll in the Montgomery GI Bill.
- Employment assistance and pre-separation counseling within the 180 day period prior to separation.

Voluntary Separation Incentive (VSI)

VSI is an annual annuity payment equal to 2.5 percent of the soldier's annual basic pay multiplied by his years of service and paid for twice the number of years served.

Soldiers approved for VSI will not receive non-monetary involuntary separation benefits after separation, but are entitled to employment assistance, pre-separation counseling, and relocation assistance within the 180-day period prior to separation.

Soldiers approved for VSI must be appointed, enlisted, or transferred to the Ready Reserve for the entire period they receive VSI annual payments.

Soldiers who receive VSI and who subsequently serve on active duty, Reserve duty in a pay status, or inactive duty for training shall forfeit an amount of VSI payable for the same period equal to the amount of basic pay or compensation received. VSI annual payments will be discontinued if the soldier is separated from the Ready Reserve unless one of the following conditions apply:

- In the event of the soldier's death, VSI annual payments will continue to beneficiaries

designated by the soldier for the remaining period authorized.

- In the event the soldier becomes ineligible to continue to serve in the Ready Reserve due to medical or age limitations, the soldier will be transferred to the Standby Reserve or the Retired Reserve and continue to receive annual VSI payments for the remaining period authorized.

Soldiers who have received VSI and who subsequently qualify for retired pay shall have deducted from their retired pay a proportionate amount based on the service for which VSI was received. Recoupment will be deducted from each payment of retired pay until the total amount deducted is equal to the total amount of VSI received.

Enlisted Soldiers

The following enlisted soldiers meeting other VSI/SSB eligibility criteria will be eligible to apply for voluntary release from active duty and VSI or SSB during the period 1 Jan 92 - 29 Feb 92.

1. Soldiers in the grade of corporal/specialist promotable and below in any MOS with more than 7 years of active service (YOS) on 31 Dec 91. Approval authority for this category is the first colonel in the chain of command. Disapproval authority is Cdr, PERSCOM.

2. Promotable sergeants in any MOS with 12 YOS or more as of 31 Dec 91. Approval authority for this category is the first colonel in the chain of command. Disapproval authority is Cdr, PERSCOM.

3. Soldiers in rank of SGT and above with 9 YOS or more, but less than 20 YOS, in designated MOS. Eligible MOS and grade will be announced by Cdr,

PERSCOM via separate message. Approval authority for this category is Cdr, PERSCOM.

4. Any soldier with 6 or more YOS as of 5 Dec 91 who is fully qualified for retention, but denied reenlistment by DA under the new retention management provisions of AR 601-280.

Approval authority for this category is the first colonel in the chain of command. HQDA will provide appropriate documentation authorizing the soldier to apply for VSI/SSB at the time of disapproval of reenlistment. Soldiers in this category may apply for voluntary separation within 60 days of notification of denial of reenlistment by HQDA. This is the only category of soldiers who have a currently established window to apply for voluntary separation with VSI/SSB outside the general Jan-Feb window.

Officers

This program does not apply to officers who have an established mandatory separation or retirement date. Officers serving on a period of selective continuation may apply if otherwise eligible. Army competitive category officers (both RA and Reserve officers on the ADL) with 6 or more years of service as of 5 Dec 91 who meet the eligibility criteria for VSI/SSB can apply for VSI or SSB as follows:

1. Majors, RA and other than regular Army (OTRA), on the ADL with date of rank (DOR) between 2 Jul 89 and 1 Mar 91; and captains (RA and OTRA on the ADL) with DOR between 2 May 85 and 1 Sep 86 are in the zones of consideration for RIF boards to be held in mid-March 1992. If they wish to take advantage of VSI/SSB, officers in those categories must apply from 1

Jan 92 to 29 Feb 92. Approval authority for this category is HQDA. Officers who do not apply during that period for voluntary release to be effective NLT 29 Sep 92 will be considered for involuntary release during the RIF board in March. Soldiers selected for discharge (RA)/release from active duty (OTRA) as a result of RIF will be eligible for involuntary separation pay and transition benefits. Officers who go before the March RIF board and are not selected for discharge/release from active duty may not then apply for VSI/SSB.

2. All other Army competitive category officers and warrant officers may apply before 1 Aug 92 for discharge (RA)/release from active duty (OTRA) with VSI or SSB. Warrant officers must have completed more than 6 years of WO service as of date of separation. Approval authority for this category is HQDA.

All officers and enlisted soldiers approved for voluntary separation under this program will be separated NLT 29 Sep 92, but may request an earlier separation date. Exact separation date will be determined by approval authority.

The incentive programs are effective 1 Jan 92 and will not be retroactive to soldiers who separate prior to that date or who separate after that date for reasons other than approval of their request for voluntary separation under the VSI/SSB program.

USAREC POC is MAJ Hall, Personnel Directorate, at DSN 459-7413 or 1-800-223-3735, ext. 7413.

Family and recruiter issues addressed

■ The 1991 Army Family Action Plan Planning Conference and General Officer Steering Committee met October 21-25, 1991, in Arlington, Va. Delegates were tasked to identify and prioritize soldier/family issues that will assist the senior Army leadership in reshaping the Army. Workgroups were also tasked to select three services currently offered that could be absorbed or consolidated in the reshaping.

LTG Reno, DCSPER, addressed the draw down of the Army and the continued commitment to soldiers, families, civilians and retirees as the force is reshaped. He noted that the efforts of the 1980s are evident in the quality of soldiers entering the Army now. There will continue to be reductions consistent with the reduced world threat. However, to minimize involuntary separations, legislation pending will allow separation of soldiers vested for retirement and allow reduction of accessions by 20,000 per year for 5 years.

Four of the seven issues submitted by USAREC were selected to be briefed to the Vice Chief of Staff of the Army. They are:

- Government owed debts deducted from monthly pay.
- Lack of aggressive CHAMPUS marketing and training.
- Deficiencies in dependents dental plan (DDP) coverage.
- Inaccessibility of interservice support facilities and services.

Readership survey

■ A readership survey for the *Recruiter Journal* will be sent out by the end of January, using the *RJ* distribution.

This survey should query all readers, including recruiters, staff members, civilians and spouses.

Responses to this survey will indicate readership preferences and let us know if we need to make changes to better serve you, our reading audience.

Please respond!

Military almanac

■ One of the issues raised at the 1991 USAREC Family Symposium was a need for a comprehensive, single-source document of military entitlements/benefits.

As a result, the "Uniformed Service Almanac" is currently in circulation and, to assist the recruiting mission, HQ USAREC purchased copies of this book for single-copy distribution to each recruiting battalion, company and station. Bulk distribution to battalions was completed on December 4, 1991. If recruiting stations have not received their copy, contact your battalion distribution office.

These books are to be maintained at the unit/station as reference material and made available for review by all soldiers, family members and recruits.

Do you feel automated?

■ USAREC is one of the most automated commands in the Army and also one of the most overloaded with information and data collection requirements. Every recruiter, station commander, and staffer up the chain participates in the collection of this data every day in USAREC. A lot of folks, from the Commanding General on down, would like to see this collection effort reduced.

"We're looking for 90 percent reduction, not 2 or 3 percent!" explained MAJ Brandon Smith, chief of Technical Support, Recruiting Operations Directorate. "Except for a very few items, almost all the data collected by recruiters and their commanders is already in some automated system. The hard part is agreeing just what data we really need."

To get an initial agreement was the purpose of two conferences recently conducted at HQ USAREC, focusing on operational reports. The first conference focused on EOM reports and the second on daily reports. In lively and wide-ranging discussions about standardization, many ideas were freely discussed. Two of the most revolutionary ideas were to reduce contract mission categories from 23 to 3; and to replace USAREC Form 635 and PMS with a single automated report. In a time of reducing budgets and resources, these ideas may actually be implemented—but considerable work still remains.

Creative selling techniques

Creativity is a recruiter's most valuable asset. It's always been the most precious resource available to a successful salesperson. You can improve your sales results more in one month using your creativity than you can by simply working harder with longer hours for one year. Being more creative means finding better quality prospects easier, finding better ways to sell, uncovering buying motives more accurately, and creating new sales — all of which add up to a greater and more successful sales career.

You have the capacity for creativity within you. There is a capacity for genius in your sales ability. You just have to wake this creative capacity up, and to do it you have to work smarter. Giving you an understanding of creativity as it relates to your sales career is our purpose this month. Specific ways of nurturing your creativity (to have a more positive effect on your sales) will also be explored.

Approximately 95 percent of all people are born naturally creative, according to a study conducted by Harvard University. All you have to do is to learn to tap into this creativity. How do you do that? There are three keys to tapping into and stimulating your creativity. The number one key is to have **keenly desired goals**. The more you want something, the more excited you are about accomplishing something, the more you believe that it's possible for you, the more creative you will be. It's astonishing how smart you will become if you want something badly enough.

The second key that stimulates creativity is **problems**. Problems are things that stand between you and your goals. Your prospects' goals will also stimu-

late creativity. But the more focused you are about your goals, the more clearly you understand the problems or obstacles that are in your way, the more creative you will be.

Finally, **clearly focused questions** are triggers to stimulate your creativity. The more clear, probing, direct and exacting you are with your questions, the more likely it is that you will get the new, creative, positive, constructive answers you need to accomplish your mission.

Why should you want to be more creative in your selling techniques? First of all, you to find higher quality prospects more easily. You have to ask yourself continually who are my prospects today? How did I get

them today? Who were my best prospects yesterday? Where can I find better prospects and get more referrals?

Another tool is to accurately uncover buying motives. Use better questioning techniques to

find the real dissatisfaction that an enlistment or commission can satisfy. Find out by using better questioning techniques why prospects really buy from you. Also find out why they may have bought from your competition, i.e., other services, educational institutions, etc. Finding real buying motives is a critical task, and it's essentially a creative task.

There are several key questions you need to ask. First is **who**? Who is your key prospect? Who could your key prospect be? Who should your key prospect be? There are two ways to analyze your prospect base. The demographic way is to ask what demographic features they have in common. In other words, what in-

The best way to become an old dog is to stop learning new tricks

come, education, and age base do they have in common? What geographical locations do they come from? This allows you to tailor your approach to the successful people you seek.

Psychographics allow you to find what mind sets, beliefs, values, opinions, and attitudes they have in common. What are their underlying motivations that cause them to do the things they do? Psychographics, combined with demographics, can show you the best prospect, where he or she can be located, and how you can sell the Army or Army Reserve more effectively.

Ask yourself **why** your prospects enlist into the Army — what are their true reasons. Not what your reasons are, but what are the true buying motivations of your prospects. What key benefits do they seek, and how can you structure your presentation in such a way to influence and persuade more people to get these benefits from you?

When discussing needs and interests with your prospects, don't automatically present the Army College Fund or Montgomery GI Bill just because they are going to attend a college or university. Find out what their real dream is after they complete their schooling. Find out what they want to be doing three, five or even ten years after graduation. This will allow you to accurately structure your presentation to the true goals of the prospect.

Another key action is to list five or the most attractive features of enlisting into the Army or the Army Reserve. Ask yourself what needs these features satisfy. Then list five reasons why somebody who is convinced to enlist into the military should enlist into the army instead of one of the other services. List five reasons why they should buy from you rather than from your competitor.

If you cannot think of five attractive features of your product, if you don't know five reasons why people should buy from you rather than someone else, how can

you possibly persuade someone else to buy from you? These are the most important questions in creative thinking and sales.

One of the most powerful of all methods to increase your creativity in selling is called "The Twenty Idea Method" To use this method, write your main goal or objective for the day in the form of a question. Keep writing until you get all twenty answers.

When you do this you will discover that it's hard work. You will find the first three or four answers to be very easy. The next five or six are more difficult. The last nine or ten will be like squeezing water from a stone. But if you will do this exercise every single day, you will generate such incredible creativity in your mind that you will come up with answers to reach each and every one of your goals.

To practice using this method, ask yourself, "How can I double my contracts in one year?" The first few answers could be:

- I can double my number of appointments.
- I can reduce my conversion ration by half.
- I can increase my credibility and establish more trust.

The last few answers can get tough. But if you can't answer this question, how can you hope to accomplish your goal?

Other sample questions — How can I increase my credibility in the eyes of prospects today? What can I do to manage my time more efficiently today?

Force yourself to write down answers to your questions. Once you have 20 answers, implement one idea immediately. Every single day, implement one new idea.

If you implement one new idea every day (five new ideas per week), in the space of one year you will have implemented over 250 new ideas in an industry where most people don't even implement one.

Unlock your inborn creativity! Increase your capacity and become the best!

Training Tips

Question: How do problems stimulate creativity?

Answer: Problems do in fact stimulate creativity. Individually or as a group, discuss and identify what problems or obstacles are holding you back from contracting more individuals into the army and the army reserves. Then write the problem in the form of a question requiring practical, concrete answers. Brainstorm for suggestions to answer these questions and solve the problems. Remember, brainstorming is one of the best tools to boost creative thought.

Recruiter's extra effort lost with ban

Reprinted by permission of the Times-Union, Rochester, N.Y., in which it appeared Dec. 18, 1991.

Sgt. First Class Tony Hill used to go to city high schools three or four times a week.

But those days are done.

He isn't welcome anymore.

Tony, 34, is an Army Reserve recruiter. The city school board voted earlier this month to ban recruiters. Board members said it was because of the military's policy of not enlisting people who say they're homosexual.

So they kicked the recruiters out. They kicked Tony out.

"My purpose for being in the school is not only as a recruiter, but as a role model," Tony said. "My role is, if they don't want to be in the Army, to still be a positive influence, to be a mentor. If they choose not to be in the Army, I encourage them to be successful in whatever they do choose. I work with them to stay off drugs and stay in school."

And Tony is good at it.

Last year, he was the Army Reserve's Recruiter of the Year. This year, he is the Army's Mentor of the Year. He got the honor by working with drop-outs and abused children, and working against drugs and teenage pregnancy.

This spring, he testified before Congress about his work.

"I grew up in the inner-city," he said. "I grew up in the projects. There was a lot of pressure around me to conform to a standard of living that was not positive to society."

That was in Syracuse, about 20 years ago. Tony lived with his mother. The people around him, some of them, were moving into drugs and crime. He was flounder-

ing through high school, passing, but uncertain.

"I got angry at my girlfriend one night," Tony remembered. He was 17, a 12th-grader. "Her mother said I couldn't see her anymore. The next day I joined the Army."

Tony's Army career took off. He was a colonel's driver, and toured for a year with an Army choir. He made sergeant in three years, went overseas, and came back to be a drill sergeant and teach at the drill sergeant school.

In a handful of years, Tony went from a troubled city kid to a polished, disciplined non-commissioned officer. The transformation wasn't accidental, he said; it came from the influence of mentors and role models.

"My father died when I was five," Tony said. "I never met my father. The Army took the place of a father for me . . . I've met so many leaders who pointed me in the right direction, who cared enough to help me out. Advice, guidance — when I needed it, it was there."

Along the way, Tony became a born-again Christian. He went to seminary at night. As a class assignment, he had to preach in the streets. In one South Carolina town, he and others were arrested, for preaching without a license. Hill sued in federal court — and won.

Tony left the Army in 1985 to finish Bible school. He came home to Syracuse and attended Empire State Baptist Seminary.

"I went to school, and I did well, but I felt something was missing," Tony said. "I missed the Army. I wanted to go back in."

Two years ago, Tony came back on active duty, as a full-time Reservist, assigned to the downtown Rochester recruiting station. His territory is the city, and he has recruited more than 100 local men

and women — mostly from city schools.

"Being a recruiter is basically a salesman. I was selling something I had used, something that had worked for me," Tony said. "I felt the Army had a lot to offer. I had a good experience in the Army. It helped me fulfill a lot of dreams."

And Tony said he sees young people who need the help.

"There's a lot going on out there, the destruction of a whole generation," he said.

The military, in his opinion, offers an alternative.

"The Army gives an individual the basic ingredient of success," Tony said. "How to get back up when you fall. How to take orders and do what you don't want to. How to overcome obstacles. How to get up in the morning and be proud of what you do, be proud that you're part of something larger than yourself — that sacrifice thing."

But the Army isn't for everyone. Tomorrow Tony is taking a young woman to a college financial aid office to help her sort through the paperwork. Others he counsels, or takes to social-service agencies. He said he is following the Army command to find recruits and the Christian command to be his brother's keeper.

That will all change now. He met most of the people he worked with through city schools.

"I just kind of believe they threw the baby out with the bath water," Tony said of the board's decision.

But Tony will go on. He's successful. He will find his recruits elsewhere, and his mentoring skills will go elsewhere.

And Rochester parents will be able to rest easy, knowing their children are protected from the likes of Tony Hill.

Bob Lonsberry

Awards board faced tough decisions at Fort Knox

During a 3-day process at Fort Knox, Ky., December 9-12, the 1991 USAREC Awards Board faced some tough decisions while selecting the best of the recruiting force for the past year.

"It was an ordeal, but at the same time a great experience," CSM Ernest Hickie said after the selections were made. "The competition was the closest I've seen. The point margins between the runners-up and the winners were very slim. And, for the first time in my memory, two candidates tied for a title."

Despite dense fog that periodically closed the Louisville airport and obscured Kentucky roads during the week, recruiters representing each of USAREC's five brigades made the trip to appear before the Awards Board. Even with unforeseen circumstances, such as family illness, several candidates hurriedly traveled to Fort Knox to briefly appear before the Board and return home.

For 20 minutes or more, each candidate was questioned by a board composed of CSM Hickie and brigade Command Sergeants Major Donna D. Montgomery (1st); Jose Morell, Jr. (2d); Boyd W. Bowers (4th); William R. Greenfield (5th); and David Gardner (6th). SGM Robert R. Finch from the Recruiting Support Command completed the panel.

Some questions, such as "What are you like?," were easy, the contenders said, but most were not. Those covered the subjects they had spent hours preparing for over the past several weeks. Categories covered by the Board were personal appearance and bearing, self-confidence and communication; current events and security; soldiering programs; basic skills; leadership and NCO support channels; awareness of military programs; general military knowledge; training and MOS skills; and familiarity with military uniforms and awards and decorations. Each category carried a maximum of 20 points.

The recruiters' qualifications were so strong, board recorders SSG Kurt Benya and CPL Donald Kinsey said, when the points were tallied, the lowest score was 131 and the highest one point short of a perfect 180.

"I'm glad it's over," one recruiter said. "My wife and I have been nervous wrecks. I feel that I am a winner, just having come this far."

USAREC commander, MG Jack C. Wheeler, agreed. During his presentation of awards he commended each of the titleholders and reminded the group that they were all winners in his eyes.

"We do not know what the outcome of the present changing world will be," he said, "but every day of the year you and I are doing something that is dynamite for our country. You can be very proud of that." Wheeler told the recruiters that people would be looking to them for guidance when they returned to their brigades, battalions, and stations. "Provide leadership through your actions. Because you are the best, you will be observed," he said to the group.

"Today," the commanding general predicted, "we are recruiting the sergeants major for the next decade. What you are doing right now has far-reaching effects."

He further asked his audience to ponder four words: truth, goals, thinking, and attitude.

"Truth is the bedrock of recruiting. Without integrity, Army recruiting will not survive," Wheeler said.

"Establish individual goals," he asked of them. "By establishing individual goals, we will collectively succeed."

"The third word — thinking — sets us apart from the animal world. Your solid thinking brought us through a history-making year when the country was at war. Take the time to think."

"The last, but the most important word," he concluded, "is attitude." Looking around the room at those named best of his recruiting force, MG Wheeler exclaimed, "Golly Moses, have you mastered that! It was your positive attitude that brought you before this board. Now go home and teach others that, through a can-do spirit, we can make anything happen."

The contenders for Recruiter of the Year titles gathered at the Fort Knox Officers Club for dinner during the evening to hear guest speaker former USAREC CSM Ramon White talk about the future of Army recruiting.

"The Army is changing; the world is changing," he told the recruiters. "My advice is: Don't panic. Take it day-by-day, do your job well, and everything will be okay."

Peggy Flanigan, USAREC A&PA

RA Recruiter of the Year

SSG Jeffrey D. Walthers 2d Brigade, Jacksonville Bn

"From the time I arrived at Fort Knox," SSG Jeffrey D. Walthers said, "I prepared myself to be named as a runner-up so that I wouldn't be greatly disappointed if I were not named as the top recruiter. When CSM Hickie announced the runner-up, I heard the name 'Jeffrey' and my heart just sank. Then I realized it wasn't me. . .there were two Jeffreys. And when he said that I was selected as the top RA recruiter, I wondered if he had the two of us confused. It took awhile for me to realize I really am the Recruiter of the Year."

SGM Dennis de St. Jeor, Jacksonville Battalion, said the selection came as no surprise to him. "He has proven himself over and over," de St. Jeor explained. "During a recent IG inspection, Walthers was commended as having the best high school program and sales book ever seen by the inspector. He exemplifies the role model and mentor we strive to be in recruiting and he will represent the Command well."

Walthers is currently assigned to a six-man station in Melbourne, Florida, about 195 miles south of Jacksonville. As a field recruiter, he has consistently over-achieved both quality and volume at 206 percent GSA and 182 percent volume.

The 6-foot tall soldier admits that he wasn't pleased when he was "drafted" as a recruiter in 1989. "Half-way through the Recruiter Course I realized something very good was happening to me," he said. "Recruiting turned out to be the best job I could have taken."

"I've never judged my performance on making mission box or mission box plus for the year. The thing that

I gauge 'good enough' is the tremendous impact I have on the new soldiers I assist in joining this Army. I know that impact allows them to dream, to reach out for success that they think is beyond their reach."



His first bit of advice as USAREC's top recruiter: "Don't waste time. A recruiter can't afford to lose time. Work while you're at work; play while you are at home. Too many recruiters sit and complain before starting to work. Sitting and complaining does not mission box make...use your time constructively." Grinning, he added, "I can give that advice with a clear conscience."

Before recruiting, Walthers served as medical specialist, emergency treatment NCO and senior aidman in the Medical Corps, with duty in the 82d Airborne at Fort Bragg.

A recipient of five letters from MG Jack C. Wheeler for 300 percent-plus mission box, Walthers earned the gold badge in November 1990, and has earned three sapphire stars since that time.

Among other awards, Walthers wears the Airborne's "jump wings" and the Expert Rifle Badge.

A native of Hesperia (Mich.), Walthers, his wife, Caroline, and young son, Jeffrey David Jr., now live in Palm Bay, Fla.

In conclusion, Walthers added, "I'd like to mention that I couldn't have accomplished this without my wife. Without her support, I would have no success as a recruiter."

USAR Recruiter of the Year

SFC Thomas V. Kulik

5th Brigade, Albuquerque Bn

SFC Thomas V. Kulik, Military Intelligence NCO, celebrated for a full day in 1988 when a selection board at HQ USAREC accepted him for recruiting duty. Then the celebration ended. His branch needed him and interceded to keep him in place, so his dream of putting people into the Army was temporarily set aside.

"I didn't give up," he said after he won the competition for the Army Reserve's best recruiter during 1991. "I had to take a detour into recruiting. I ETS'd out of the Army and rejoined as a reservist. Then I applied to become a recruiter. I considered it well worth the trouble."

Kulik explained that he had greatly admired the Aliquippa (Pa.) recruiter who had found him working as a letterpress operator and bindery specialist and signed him up for the Army. "I enlisted as a medical specialist, but I knew that someday I would become an Army recruiter."

"That happened in 1976, and although I have no idea where he is now, my memories of his integrity are lasting. I think of this often when meeting with prospects and recruits. I always try to treat them well. We leave a much stronger impression than we think. It should be a positive one," the recently selected Mentor of the Year said.

Top USAR recruiter for Albuquerque Battalion, Kulik represented 5th Brigade in the national competition. COL Johnnie B. Hitt, 5th Brigade commander, described his nominee as a consistent top performer and a true

professional in every sense of the word. "Through his outstanding sales ability, product knowledge and desire to be the best, he achieved 130 percent volume and 170 percent GCA mission box.

Noteworthy is the fact that 61 percent of his accomplishment was in the quality market," Hitt wrote in his recommendation to the Awards Board.

Before joining the Recruiting Command in 1989, Kulik worked as a medical specialist in the 3d ACR at Fort Bliss, Texas, and the 6th Infantry Division in Germany; as a preventive medicine technician at William Beaumont Army Medical Center at El Paso, Texas, and with U.S. Army MED-DAC in Vicenza, Italy. A tour as an electronic warfare signal intelligence specialist in the 1st Cavalry Division at Fort Hood followed.

Kulik wears the gold badge with three sapphires and says the secret of his

success, he said, is "to push to go an extra mile. Some days," he said, "I feel like packing it up and going home. That's when I try to put in a little extra effort. The contact I stick around to see on that afternoon just might turn out to be the contract I need at the end of the month."

Kulik hurried off to call his wife Sally, whom he met during a training course at Fort Sam Houston, and his daughter and two sons, who were anxiously waiting in Bullock, Texas, to hear every detail of what happened at the Awards Board in Kentucky.



RA Nurse Recruiter of the Year

SFC Bruce C. MacDonald 1st Brigade, Syracuse Bn

"Recruiting nurses is not predictable. You have to get to know them on a personal basis; you have to expose their real desires. I try to create a color picture for the prospect."

This is SFC Bruce C. MacDonald's way of recruiting nurses. The Syracuse Army Nurse Station Commander selected as the RA Nurse Recruiter of the Year.

"Recruiting nurses takes a lot of time. It's 90 days before I even write the application and then about another 60 days to selection. It takes months, and I never get an easy applicant. You sell and sell, and they are always getting offers from other places.

"To find prospects, I go to USAR units, TPUs, and nursing schools and I use referrals. I went to a career fair and recruited one of the exhibitors into the Army. She was there to recruit nurses and I recruited her. Nurse counselors help; they are extremely involved in recruiting. Nurse recruiting is not like regular recruiting. Only 4 percent of the 21,000 nurses in my recruiting area qualify for the Army."

MacDonald says, "Even though you are not the guy running the big numbers, you can still be a winner. Just keep training and setting goals. None of this comes easy, I set my goals to achieve standards. I don't focus on things I cannot do."

His advice to new recruiters: "To be successful, continue to prospect, don't just give up. Continue to strive." He believes in tenacity and having a desire for success.

He likes to show others that success is achievable.

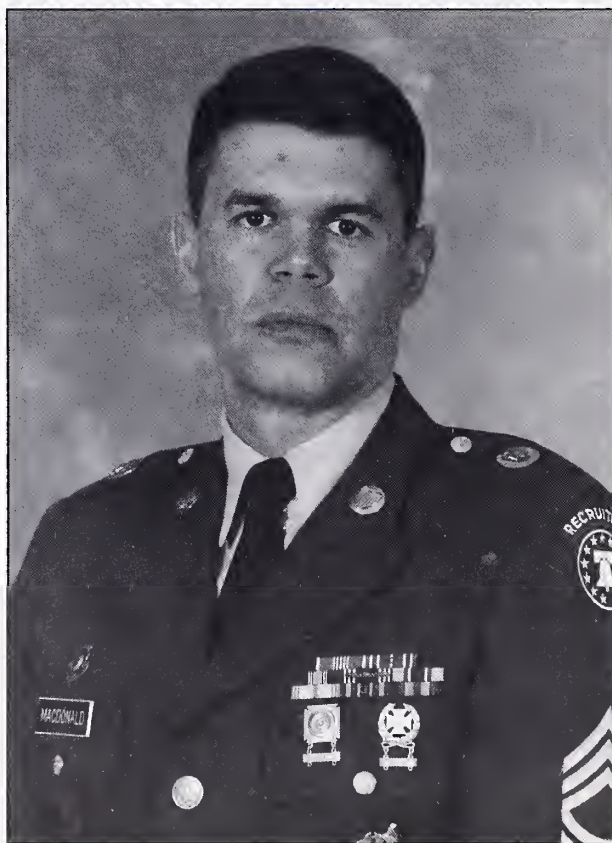
MacDonald came into the Army as a Russian linguist. He was the USAR Nurse Recruiter of the Year for FY 89. He has six children and his wife, Pia, teaches the kids at home. He believes in taking time for yourself. A music major in college, he plays the trombone in a community band as a stress reliever.

He brainstorms ideas with others. When TDY funds were short, his unit drove nurses to West Point in a mini-van. It was a simple idea that helped the nurses see themselves as Army nurses. He says, "Look for new opportunities, use your imagination, try new ideas."

COL Arthur Dean, commander of the 1st

Brigade, states, "MacDonald hasn't missed a beat. His accomplishments include achieving 150 percent Army Nurse Student Working and 133 percent Army Nurse Active Student." MacDonald says, "I have a desire to be number one. I like to see results of what I have done."

MacDonald will join the Training Directorate when HQ USAREC moves to Fort Knox. He plans to continue pursuing his education.



USAR Nurse Recruiter of the Year

SFC Betty H. Brewer

2d Brigade, Richmond Bn

"Yesterday I asked myself, 'what in the world am I doing up here?' I was really surprised to be selected. I felt I did okay on the board, but I didn't know how everyone else did."

SFC Betty H. Brewer, USAR Nurse Recruiter of the Year, says nurse recruiting is a challenge. "It is different from recruiting enlisted people. I don't have to talk with parents, but sometimes I do have to talk with husbands. You are dealing with an older group of people.

"I like nurse recruiting. When they come in they want something different. Some say they won't join and then come back a year later ready to go," says Brewer, who is from Norfolk Company.

Brewer coordinated a continuing health education workshop, A Multi-Discipline Approach to Pain, with five speakers. Three of the speakers were local colleges professors and 75 nurses attended.

This was Brewer's way of giving something back to the community. She also assisted with a MEDEVAC demonstration to show nurses some of the experience that can't be gained in a civilian hospital.

"To be a good recruiter you have to treat each person differently. I don't pressure. Once a nurse is in the Army, I act as a liaison between the unit and the nurse, getting the nurse to the right person for help with a problem."

Brewer says, "When I go home at night, I reflect back over the day and see what I might could have done differently. I get to work early the next morning and get

paperwork out of the way. When I go to work, I work! I had a station commander at my first job who started me with a great work ethic."

Brewer was a social worker for the state before she came in the Army. She says, "It was that experience that has helped me relate to people. Listening is very important. Sometimes prospects just want to put their dreams into words."

She has 12 years with recruiting and earned her ring in 2 years. She has been tops in one capacity or another nine times. "I plan to continue to work hard and to work towards becoming the command sergeant major of the Army," she says. Her goal in civilian life is to finish her Masters degree in mental health and retardation and in casework. Her ultimate educational goal is a Ph.D.

"I am a family person," says Brewer. She is close to her children and her parents. "I could not have gotten here without them, especially my daughter. Without my family, I couldn't have done it."

Brewer worked at the Hampton (Va.) Nurse Recruiting Station until September. That station closed during build down and she is now at the Princess Anne Recruiting Station in Virginia.



The Test

1. If you are successful in all the sales skills and critical tasks, you should produce _____.

- a. Appointments
- b. MET testers
- c. Contracts
- d. Packets

2. What percent of your assigned male graduates must be contacted by 28 February?

- a. 75 percent
- b. 50 percent
- c. 65 percent
- d. 100 percent

3. Recruiting station commanders should transmit all projections at least 48 hours before the applicant arrives at the MEPS for processing.

- a. True
- b. False

4. Once a processing list is transmitted to ARADS, who may cancel the projection?

- a. Guidance counselor
- b. Company commander
- c. Both of the above
- d. None of the above

5. When should the station commander enter an appointment initiated by a recruiter onto the processing list?

- a. During the next regularly scheduled DPR
- b. Immediately after the appointment is made
- c. Before the recruiter goes home for the day
- d. None of the above

6. When should the PDR and USAREC Fm 611 be annotated with the DEP loss date?

- a. When the CLT confirms the separation is approved
- b. When the enlistee's reservation has been cancelled
- c. When the DEP member has signed USAREC Fm 981
- d. Both A and B

7. How many hours are required each week for telephone prospecting?

- a. A minimum of 10 hours
- b. A minimum of 5 hours
- c. As determined by the station commander
- d. There is no minimum requirement

8. What regulation governs the Unit Referral System?

- a. USAREC Pam 601-67
- b. USAREC Reg 601-57
- c. USAREC/FORSCOM Reg 601-67
- d. USAREC/MEPCOM Reg 601-57

9. Once a waiver is approved, it remains valid for _____.

- a. 3 months
- b. 6 months

- c. 1 year
- d. None of the above

10. If an applicant has taken the ASVAB twice in the previous 2 years, what is the waiting period before he may take it again?

- a. 30 days
- b. 6 months
- c. 1 year
- d. 2 years

11. How frequently must a recruiting station commander review the Market Share Report (MSN 45)?

- a. As the monthly review is accomplished
- b. As the quarterly review is accomplished
- c. As the semi-annual review is accomplished
- d. As the annual review is accomplished

12. An applicant will not be assigned to a USAR TPU beyond a reasonable commuting distance without the written consent of the applicant and approval by the USAR TPU commander. What is defined as reasonable commuting distance?

- a. Within 50-mile radius and no longer than 1.5 hours one way
- b. Within 50-mile radius and no longer than 1 hour one way
- c. Within 75-mile radius and no longer than 1.5 hours one way
- d. There is no distance or time requirement

13. The minimum number of copies of USAREC Fm 512 required to be given to each new enlistee is _____.

- a. 2
- b. 3
- c. 4
- d. 5

14. How much time does a recruiter have to contact an ASVAB TSC Male I-III A and IIIB and Female I-III A?

- a. 3 work days
- b. 4 work days
- c. 5 work days
- d. 6 work days

15. A DEP member who is entitled to a higher pay grade at the time of enlistment, but lacks the proper documentation, may produce that documentation up to _____ after entering active duty.

- a. 6 months
- b. 12 months
- c. 24 months
- d. Anytime prior to ETS

(Answers to this month's Test may be found on the inside back cover.)

The way I see it . . .

Vision Implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instruction on the back of this form, postage free. Please be as detailed as possible when citing examples for improvement. Recruiters, support staff and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the U.S. Army Recruiting Command Chief of Staff, Fort Sheridan, Ill.

HQ USAREC Fm 1825, 1 Jan 91

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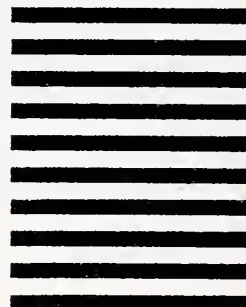
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New Recruiter of the Year

SFC Angel L. Maldonado

2d Brigade, Atlanta Bn

SFC Angel L. Maldonado, a native of Puerto Rico, came into the Reserves as an MP. He enlisted RA as an 11H, anti-armor. He has been in recruiting since September 1990 and is now the New Recruiter of the Year. When asked how he likes recruiting, Maldonado says, "So far, so good — I have thus far been successful."

Maldonado is Pathfinder trained and was selected as NCO of the Year for the 3d Brigade, 82d Airborne Division in 1983 and 1985. He was NCO of the Year in 1987 for the 2d Individual Training Brigade, Fort Benning, Ga. In 1989 he was the School of Americas NCO of the Year at Fort Benning. He was selected as NCOIC for a Mobile Training Team for Counter-Narcotics Staff Operations in Bolivia. He conducted airborne training with the Bolivians and was awarded the Bolivian Master Parachutist Badge.

To date, he has made 104 parachute jumps and says, "Once airborne, forever airborne. It is the greatest thing on earth. The airborne training has given me a reinforcement in recruiting techniques."

Maldonado not only competed as New Recruiter of the Year, but also in early production. He says, "Accomplishing production really surprised me because I was not keeping up with the stats. I am new in this environment and was 'getting the mission out of the way.' I came into recruiting with that idea. I am proud of this selection as new recruiter of the year."

Maldonado says his family has helped him in recruiting, especially his sons. He recalls, "One day when I was doing red time, I received a telephone call from my wife. She said that according to my 7-year-old son, one of the

girls who lived across the street wanted information on coming into the Reserves. I called her for an appointment and conducted the interview. She joined the Reserves."

"I owe my military career to MG McCaffrey, who is the 24th Infantry Division commanding general at Fort Stewart, Ga. When I was a young sergeant, I decided I wanted out of the Army. MG McCaffrey, at that time a major, persuaded me to reenlist. He was my mentor, teacher, and an example that I have followed. Had he not interviewed me, I would have gotten out of the Army. Hopefully, I can make such a difference in a young person's life through being a recruiter."

Maldonado's goals are to continue to be successful

in USAREC, earn a recruiter ring, and be selected at the next MSG promotion board. His long-range plans are to attend the Command Sergeants Major Academy.

This talented recruiter serves as a professional Latin music percussionist for several groups in Atlanta and Columbus.

Maldonado is assigned to the Columbus Recruiting Station, Columbus, Ga.



Guidance Counselor of the Year

SFC Vernon L. White
2d Brigade, Beckley Bn

"The thing I like best is communicating with the young people," stated SFC Vernon L. White, Guidance Counselor of the Year. "I enjoy helping them decide what they want to do. I treat them like my son or daughter. People appreciate that and often come back and say thanks."

White served as the sole guidance counselor in the Knoxville MEPS and contracted and processed both RA and USAR applicants. His counselor shop successfully contracted 1,747 RA contracts and 1,006 USAR accessions during FY 91 with no fraudulent or erroneous enlistments.

"At the Knoxville MEPS where I work, there are a lot of good people," says White. "They help give red carpet treatment."

This has been an exciting year for White. He came out on the MSG list and a daughter was born. He is active in his community as a member of the Kingsport (Tenn.) Moose

Club and serves as youth director for his church. He has been assigned in the Chicago area as a recruiter at the Elmhurst Recruiting Station, was station commander in La Grange, Melrose Park and in Schaumburg, Ill. He was Soldier of the Year at Fort Lee, Va., and has been with USAREC since 1982.

White says, "You can influence a kid's life as a

guidance counselor. You can also set an example. I wear my uniform to church at times. People know I am proud to be in the Army."



SGM Gerald Johnson, Beckley Battalion, says, "White is an outstanding noncommissioned officer whose performance of duty over the past year has truly been exceptional. Because of his sterling professionalism and top quality leadership, he exemplifies the very best. He is recognized as an expert throughout the battalion in all facets of Army recruiting."

White says, "I am a recruiter first and a guidance counselor second. The recruiters I work with know that. I always try to assist the field recruiter because I will never forget what it feels like to be a recruiter."

During the first quarter of FY 91, he shipped 127 DEP soldiers to the active duty Army. He wrote a total

of 169 contracts during that time and had only three total QNEs for the entire fiscal year. He pays great attention to detail and has a superb knowledge of all regulations pertaining to his duties and responsibilities.

White spends as much time as he can with his 4-year-old daughter. He says, "My family supports me in my job."

Retention NCO of the Year

SFC Paul Workman

HQ, 2d Brigade

"Everyone who went before the board was good," says SFC Paul Workman, Retention NCO of the Year. He has been in the Army for 17 and 1/2 years and has been a recruiter since 1978. "I am hoping this will assist me in making MSG. I didn't do anything special this year, just did my job. I was being consistent and reenlisted people to meet the Army's needs."

He will compete in January for the Secretary of the Army Retention NCO of the Year. He came into the Army as a telephone installer and lineman. He reenlisted as OOR for upward mobility and career enhancement. Workman says, "I enjoy the Army. It has done a lot for me. Working in retention helps me pay the Army back."

From 1978 to 1980 he worked as a field recruiter earning the Army recruiting gold badge. Workman later earned the distinguished Army Recruiting Ring while serving as an on-production station commander. He was awarded the Meritorious Service Medal after his completion of 6 years of recruiting duty. In 1984 Workman was selected to serve as an Army Career Counselor.

Workman says, "We had a mobile retention team this year from Fort Benjamin Harrison for training. I do believe in training."

According to COL Robert Enyeart, commander of the 2d Recruiting Brigade, "Since his assignment to the 2d Recruiting Brigade, he has worked to make the retention

program the best in USAREC. As a result of his hard work and dedication, 2d Brigade achieved 133 percent of its combined FY 91 missions. During his tenure the retention program has never failed to achieve its mission for both mid-career and careerist soldiers."

Says Workman, "The most stressful thing in this job is the traveling. My recruiting area covers 10 battalions geographically dispersed throughout nine southeastern states, Puerto Rico and including the Virgin Islands."

In addition to his regular PT routine, Workman lifts weights at a fitness center where he promotes the Army to help local recruiters. He hikes to the top of Stone Mountain, a state park near Atlanta, as

a hobby and for stress relief.

Workman said, "My driving force has been my deep belief in the Army and in our way of life." He believes in the golden rule and says, "Treat others the way you would like to be treated."

He has two children, Joshua, 13, and Nicholas, 10.



Instructor of the Year

SFC Steven O'Connell

Recruiting and Retention School

SFC Steven E. O'Connell should have bought a lottery ticket. He was on a winning streak.

On the day following the announcement that he had been named Army Recruiting's Instructor of the Year, O'Connell and his family climbed into the family car and drove to Alabama, where he was invited to run in Huntsville's "Rocket City Race." He placed high among 2,000 marathon runners.

"Competing doesn't make me nervous anymore," the former recruiter said. "I'm used to it." O'Connell, who was the Recruiting and Retention School's Teacher of the Month and Teacher of the Quarter, said he used some unusual methods to capture the attention of the judges at the school. While others selected serious recruiting topics to talk about, O'Connell prepared 15- and 30-minute speeches on nutrition, how to improve time on a two-mile run and how to pick out running shoes. "I try to be creative in all aspects of life, and I think it is especially important in day-to-day recruiting."

O'Connell, who won the title after only 10 months as an instructor, teaches the basic recruiting course at RRS. Prior to becoming an instructor, he was assigned as a

station commander and guidance counselor under the New Haven and Albany Battalions. He was happy to hear in 1984 that he had been "drafted" as a recruiter, he said, because the job appeared to be a challenge.

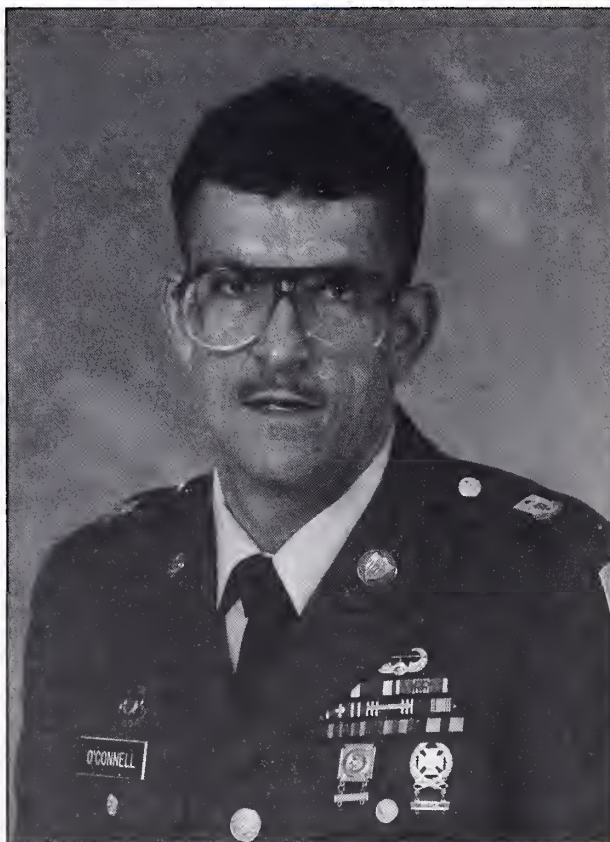
O'Connell entered the Army in his hometown of Dover, N.H., in 1976. He began his career as a heavy equipment operator, serving at Fort Devens, Fort Campbell and in Germany.

In addition to the recruiter gold badge and the recruiter ring, O'Connell wears the Army Meritorious Service Medal, the Army Commendation Medal (three awards) and the Army Achievement Medal (six awards).

The driving force behind his success in recruiting, he said, is that he has set goals for himself and met them. "I recommend to all recruiters to set goals . . . short- and long-range. Plan every day as soon as you arrive for work, and do the heaviest workload first.

Don't find yourself trying to catch up."

O'Connell and his wife, Julie, are the parents of four children: Stacey, 14; Kristin, 11; Joshua, 8; and Elias, 2. They make their home in Indianapolis.



Soldier of the Year

SSG Timothy R. Jarrett *1st Brigade, Pittsburgh Bn*

"I like the title, Soldier of the Year," said SSG Timothy R. Jarrett, Soldier of the Year for USAREC. "But I did not accomplish this on my own. I attribute success to my subordinates and peers. I have good officers and good peers."

Jarrett is assigned to the Johnstown Station, Indiana Company. He achieved 167 percent of his GSMA mission and 136 percent of his GSA mission. He is now a veteran of 7 years Army service, entering service as a mechanized infantryman. "I always do my best," Jarrett says.

He has been to Airborne School and was awarded the French Commando Badge while serving with the French Special Forces. He said, "This training helped me get motivated. It was tough, physically and mentally. It was character building."

In Pittsburgh Battalion, SGM Anthony Johnson says, "SSG Jarrett has developed his recruiting area with meticulous attention to detail. He has established such trust and honesty in those relationships that even the school counselors refer applicants to him for career advice toward their future."

Jarrett believes in leading by example. He states, "I strive to do just that, never instructing a soldier to complete a task that I could not accomplish myself. I take full

responsibility for all of my actions and I carry them out with assurance that I have made the best decisions with the information that I have available. I have been in recruiting one year. Recruiting is different than anything I have ever done. It is hard. I show people what the Army has to offer. I don't sell the Army."

"My father was in World War II and other members of my family have been involved in the military. I have always felt the military was a good way of life. I would like to go back to the infantry after this tour and go to Ranger School. I would like to retire a command sergeant major with 30 years active service."

The future plans for Jarrett include continuing success in recruiting, achieving the highest

honors possible. He also plans to complete a college education. He enjoys weight lifting, fishing, camping and hiking. He and wife, Katey, live in Jeannette, Pa.

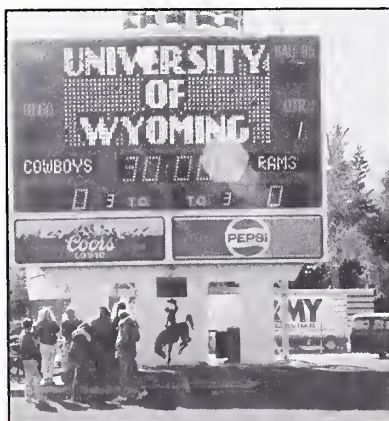


Getting the bronze boot

■ When Wyoming governor Michael J. Sullivan officially declared October 26 Military Day in Laramie, Wyo., CPT Richard Thomas, Cheyenne Recruiting Company commander, moved quickly to support Laramie's Chamber of Commerce and the University of Wyoming's (UW) ROTC department. Each year, Military Day coincides with the UW-Colorado State University (CSU) football game. This year, Military Day was celebrated at Laramie's War Memorial Stadium.

Blitzed by recruiters from Cheyenne Company, the Army was well represented on game day. A parade of helicopters and HUMMVs lined the stadium entrance. Cheyenne recruiters stayed busy greeting fans at the RSC cinema van, while SSG Jeanette Clement and SGT Vernon Pollard, cinema van exhibit specialists, showed the 2-minute presentation of "Freedom Isn't Free."

Secretary of Defense and UW alumnus Dick Cheney honored



The RSC cinema van was strategically placed so that fans glancing at the scoreboard could see ARMY in the background.



Cheyenne Co. 1SG Walter Collins (left) and Fort Collins recruiter SFC Melvin Ragan talk to DEP member Matthew Wagner before the game.

veterans during the half-time activities. Cheney thanked the community for supporting Military Day and for recognizing local war veterans and its country's heroes.

Two days before the game, Fort Collins recruiter, SGT William Blackburn, put his best foot forward as he ran with ROTC cadets in relay, from CSU to UW, carrying a "bronzed military boot." Blackburn ran 5 of the 51 miles between Fort Collins and Laramie.

Each year the boot is exchanged between the two schools. Its tradition began back in the late 1960s when several CSU graduates returned from Vietnam. As a gesture to all soldiers fighting overseas, the soldiers sent CSU a "bronzed military boot" and requested its exchange at every CSU-UW football game. The boot symbolizes patriotism expressed by these Rocky Mountain communities and represents the intense rivalry between football teams. The boot is kept by the winning team's school until next year's game.

Vickie H. Martinson, Denver A&PA

Double-max ... is that a word?

■ SFC Ted Elias, Racine (Wisc.) Recruiting Station, has maxed his PT test every year since 1988. Last year, he fell just 13 points short of achieving a double max. "If I would have known I was so close to double maxing, I would have pushed harder to achieve it," said Elias.

Elias did push harder and on September 27, 1991, he double-maxed the PT test.

At age 47, Elias runs daily and increases his physical effort three days a week by working out on Nautilus equipment. Elias stated



his routine not only keeps him physically fit but mentally fit as well. "Running helps clear your mind and relieve stress."

He admits his age made it feasible for him to double-max the PT test, but said he is tired of hearing about the recruiter whose goal is to do the bare minimum.

"If I'm going to do something," said Elias. "I'll do the best I can. Soldiers should always do the best they can."

Pat Grobschmidt, Milwaukee A&PA



Rumeal Robinson spreads the message.
(Photo by Tony Johnson)

Hawks help out

■ Army recruiting recently joined ranks with the Atlanta Hawks basketball team to promote a common cause as they celebrated NBA National Stay in School Awareness Day at Peachtree Middle School.

Atlanta Battalion SGM Steven Hankins represented the Army in co-hosting the event. Acting as a master of ceremonies was Hawks director of community relations and 21-year veteran Mel Pender, a two-time Olympic gold medalist.

NBA superstar Dominique Wilkins gave some tips to enthusiastic middle school students on honing their mental and physical fitness skills. Teammate Blair Rasmussen delivered a message on pride, while Rumeal Robinson, a graduate student at Harvard, appropriately shared his formula for study and discipline.

Hankins said, "It's great to see role models such as the Hawks taking an interest in this important issue. We must get the Stay in School message to every student to ensure a stronger Army and a stronger nation."

Marilyn Weitzel, Atlanta A&PA

Chaplains honor recruiter

■ SFC Timothy McCall, a recruiter at the Sharon Recruiting Station since 1985, was recently presented the "Four Chaplains Legion of Honor Membership" award at Carlisle Barracks, Pa.

He received this award in recognition of his volunteer work, singing at various charity, patriotic and religious ceremonies over the past decade. McCall said he volunteers his services "because it is my way of returning something to society." His efforts have fostered good will between civil leaders and all military services.

McCall is a baritone-tenor who specializes in singing gospel music, hymns and patriotic songs. Currently, he has gained recognition for his rendition of "God Bless the USA."

In addition to his efforts to support community events, McCall has distinguished himself as a recruiter by earning the recruiter ring. He has served a combined 21 years in the Army — six years in the Active Army and the 15 years in the Reserves.

In 1951, shortly after the Carlisle Barracks Chapel's dedication by President Harry S Truman, the founding trustees established the Chapel of Four Chaplains Legion of Honor Program. The names of those persons inducted become a permanent part of the Chapel records and they also receive an award certificate engraved with the three chapel altars surrounded by religious symbols of the Roman Catholic, Jewish and Protestant faiths.

Jim McCarthy, Pittsburgh A&PA

Salt Lake's battle cry

■ Stay in School/Stay off Drugs is the battle cry for the recruiters assigned to the Salt Lake City Recruiting Battalion at Fort Douglas.

LTC Bruce E. Terrell, commander, accompanied Ms. Jean Eakins, representing the Utah Department of Education and Mr. Robert Wood, a senior at Granger High School, to Governor Norman H. Bangerter's office November 7 for the signing of a proclamation declaring the week of November 11-15, 1991, as Army Stay in School/Stay off Drugs Week.

The Army and Utah education officials have long known that graduation from high school is just a beginning, not an ending. It is the beginning of adult life choices and beginning of making adult contributions to society.

Bill Morris, Salt Lake City A&PA



South Salt Lake recruiters took part in a career fair at Olympus H.S. Observers noted that, although all services were represented, only the Army attracted a large crowd. SFC Kenneth Asher and SSG Brett Hardcastle made 25 appointments in 2 hours at the career fair. (Photo by Bill Morris)

'Tis the season . . .

to get sick!

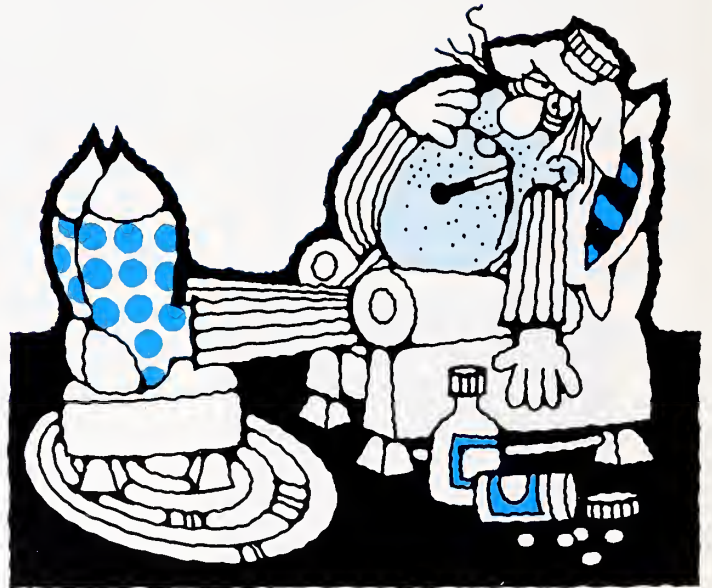
Do you starve a fever and feed a cold, or is it the other way around? Most of us can't remember which. In fact, it doesn't matter. The best nourishment for colds and flu, according to the National Safety Council, is frequent, small servings of nutritious liquids and light foods.

Colds and flu are caused by respiratory viruses. Most viral infections create some misery, but they usually run their course without doing much more than that. They can, on occasion, develop into more serious conditions such as ear infections, bronchitis, pneumonia or sinusitis.

The old wives' tale that you can catch a cold from getting your feet wet, being chilled or sitting in a draft is false. The only way to catch a cold is to pick up the virus through contact with another cold sufferer. Colds are caused by specific viruses that, for some reason, appear principally in winter.

Most people pick up colds from touching cold virus-contaminated surfaces. A person sneezes or coughs and when these germs land they can survive up to three days on hard surfaces, which include door handles, desk tops, computer keyboards, etc. Viruses can also last for days on various types of fabric and even skin.

During the cold and flu season it is best to wash your hands frequently and keep hands away from eyes, nose and mouth.



There is no cure. However, there are ways to help eliminate symptoms and some of the distress. Over-the-counter medicines can alleviate cold symptoms such as coughing, sneezing, head and body aches, and a runny nose. However, before taking any medication it is best to check with your physician or pharmacist, especially if you are taking other medications or are pregnant.

Flu shots may help the body's immune system fight influence viruses, but these viruses change every year and last year's flu shot may not provide immunity to this year's virus. Also, according to the National Center for Health, there is no hard evidence that vitamin C will help prevent or cure a cold or the flu.

The best advice is the oldest advice: drink plenty of liquids (including chicken soup) and get lots of rest.

A great match

— the Red Cross and recruiting

Most of the time when people think of the American Red Cross, they think of blood drives and Christmas baskets. They also think of hurricane or tornado relief or some other sort of natural disaster assistance. They never think that they will someday be the ones being helped by the American Red Cross.

The soldiers in the Lexington Recruiting Company know what it is like to need the help of the Red Cross. In a three-month period, three recruiters suffered through house fires. Two of them lost everything they owned. All of them were devastated. But none were without support from the Bluegrass Chapter of the American Red Cross. Because of the efforts of folks like Kay Huff, Assistant Director of Service to Military Families and Veterans, Bluegrass Area Chapter, Lexington, Ky., the Lexington Recruiting Company soldiers were able to get back on their feet. The volunteers from the Red Cross meant that the recruiters and their families had someone to count on when they needed it the most.

The American Red Cross and the Lexington Recruiting Company worked together during Desert Shield/Desert Storm. The Red Cross sponsored "Operation Desert Care" and the recruiters allowed the recruiting stations to be used as drop off points for care packages. The Red Cross provided "Get To Know Us" workshops and formed support groups to assist families of soldiers stationed overseas. They involved local military leaders in question and answer sessions. When Red Cross staff members were unable to go to schools and provide information concerning the war due to emergency caseloads, the recruiters went.

Huff estimates that she and the other Red Cross staff members receive about 15 recruiter-related calls each month. These requests include questions regarding pay problems, requests from family members for health and



Kay Huff presents a Certificate of Appreciation to CPT David A. Atcher, commander of Lexington Recruiting Co., for his help during Operation Desert Storm.

welfare reports, and emergency travel funds. When the Red Cross staff members need answers to out of the ordinary questions on military matters, it is handy to get assistance from a recruiter.

Huff encourages all recruiters to find their local Red Cross representative and get to know them. She says take a few minutes to drop by the local Red Cross office and ask to speak to the Service to Military Family director. Encourage the Company Leadership Team to invite the local Red Cross representative to speak at company training.

Recruiting and the Red Cross is truly a great match!

 **American Red Cross**

CG's Team Excellence

4th Quarter FY 91

1st Brigade

BRUNSWICK BN

Bangor Co.
Portland Co.
North Shore Co.

NEW YORK CITY BN

Brooklyn-Narrows Co.

NEWBURGH BN

Newburgh Co.

PITTSBURGH BN

Fairmont Co.

2d Brigade

ATLANTA BN

Atlanta Co.
Macon Co.

BECKLEY BN

Beckley Co.
Kingsport Co.
St. Albans Co.
Knoxville Co.

COLUMBIA BN

Charleston Co.
Columbia Co.
Greenville Co.
Charlotte Co.

JACKSONVILLE BN

Daytona Beach Co.
Jacksonville Co.
Orlando Co.
Valdosta Co.

MIAMI BN

Fort Lauderdale Co.
Miami Co.
Palm Beach Co.
Sarasota Co.
San Juan Co.
Tampa Co.

MONTGOMERY BN

Dothan Co.
Mobile Co.
Montgomery Co.

NASHVILLE BN

Clarksville Co.

RALEIGH BN

Fayetteville Co.
Greenville Co.
Raleigh Co.

RICHMOND BN

Norfolk Co.
Richmond Co.
Roanoke Co.

4th Brigade

DETROIT BN

Detroit Co.

LANSING BN

Bay City Co.
Lansing Co.
Gaylord Co.

5th Brigade

ALBUQUERQUE BN

El Paso Co.
Midland Co.

DALLAS BN

Fort Worth Co.

HOUSTON BN

Houston South Co.
Houston North Co.
Houston West Co.

JACKSON BN

Jackson Co.

KANSAS CITY BN

Joplin Co.

NEW ORLEANS BN

Lafayette Co.
Hattiesburg Co.

LITTLE ROCK BN

Shreveport Co.
Monroe Co.

Fort Smith Co.

OKLAHOMA CITY BN

Lawton Co.

SAN ANTONIO BN

San Antonio East Co.
Corpus Christi Co.

ST. LOUIS BN

Springfield Co.

6th Brigade

LOS ANGELES BN

San Fernando Co.
Oxnard Co.

PHOENIX BN

Phoenix Co.
Tucson Co.
Las Vegas Co.
Tempe Co.

PORTLAND BN

Portland Co.

SANTA ANA BN

San Diego South Co.
Redlands Co.

SEATTLE BN

Everett Co.
Spokane Co.
Tacoma Co.
Olympia Co.

All companies listed here made combined mission box for the period cited.

Fiscal Year 1991

1st Brigade

BRUNSWICK BN

Bangor Co.
North Shore Co.

PITTSBURGH BN

Fairmont Co.

2d Brigade

COLUMBIA BN

Columbia Co.
Charleston Co.

JACKSONVILLE BN

Daytona Beach Co.
Orlando Co.
St. Petersburg Co.

MIAMI BN

Tampa Co.
San Juan Co.

RALEIGH BN

Fayetteville Co.
Greenville Co.
Raleigh Co.

4th Brigade

LANSING BN

Bay City Co.

5th Brigade

DALLAS BN

Plano Co.

OKLAHOMA CITY BN

Lawton Co.

SAN ANTONIO BN

Corpus Christi Co.

6th Brigade

LOS ANGELES BN

Oxnard Co.
San Fernando Co.

PHOENIX BN

Phoenix Co.
Tempe Co.

SANTA ANA BN

San Bernadino Co.

Rings

ALBANY

SFC Edward F. Baker
SGT Russell K. Elmy
SFC Peter J. Fargo
SSG Albert J. Green

ALBUQUERQUE

SFC David E. Crabtree
SSG Gary A. Davis
SFC Ruben DeSantos
SFC Reinaldo Rodriguez
SFC Ricky L. Rowe

ATLANTA

SSG Melissa P. Avery
SSG Donald L. Edwards
MSG Dianne E. Fortier
SFC Kathy I. Long
SSG Frederick Montgomery
SSG Vincent J. Rizzi Jr.

BALTIMORE

SFC Curtis Bailey
SGT Ronald G. Coleman
SFC Venerene C. Edwards
SFC Thomas C. Folsom Jr.
SFC Dwayne A. Greer

BRUNSWICK

SSG John T. Anderson
SFC Michael R. Parizeau
SFC Michael S. Ross

CHICAGO

SFC Joyce Spivey
SFC Christine M. Taylor
SFC Lesley D. Varisce

CINCINNATI

SFC James G. Hoyt
SFC Mark A. Williams

COLUMBIA

SSG Diane R. Bibbins
SSG Robert M. Brazzell
SSG Jeffrey L. Flowers
SGT James E. Glymph

COLUMBUS

SSG Tommy D. Baker
SSG Eric C. James

DALLAS

SSG Rickey E. Alexander
SFC Larry J. King

DES MOINES

SFC Jose Rivera
SFC Paul J. Vanderschaaf

HOUSTON

SGT Frank J. Glowacz II

INDIANAPOLIS

SFC Steven D. Whitney

JACKSON

SFC Armond Boutte
SSG Robin L. Manning

LANSING

SSG Donna M. Bissell
SSG Daniel R. Durand
SFC Paul R. Okonowski
SFC Richard R. Ott
SFC Ronald A. Peck

LOS ANGELES

SFC Rudolph Dominguez
SFC Thomas H. Jackson Jr.
SFC Linda K. Palmer

MIAMI

SFC Alonza Carpenter
SSG Jeffrey Carroll
SFC Juan C. Milian
SFC Adalberto Negroni
SGT Donald V. Nutter
SFC Lloyd Rice
SFC James Rybicki
MSG Danny H. Simmons

MILWAUKEE

SFC Steven W. Baasch
SFC Randall D. Rees
SFC Daniel A. Ross
SFC Laurence Talbott
SFC Cynthia M. Williams

MINNEAPOLIS

SFC Richard V. Hendricks II

MONTGOMERY

SSG Jeffrey Doub
SFC Roland Kyser
SFC Theodore Minnitt

NASHVILLE

SSG Charles E. Peacock

NEWBURGH

SFC Ronnie L. Carroll
SFC Donald P. Myers
SSG Kevin Nolan

NEW ORLEANS

SFC Terry W. Black
SSG William A. Duncan Jr.
SSG Willie C. Floyd
SFC Tommy E. Stafford

NEW YORK CITY

SFC Reinaldo Diaz-Rivera
SFC Anna M. Simmons

OKLAHOMA CITY

SSG Gregory P. Sohn
SFC Bradley L. Sumter
SFC Terry A. Thurman
SFC Murry Q. Toney Jr.

PHILADELPHIA

SFC Kevin E. Proett

PHOENIX

SFC David A. Jenner
SSG Scott A. Mandile
SSG Andrew Rodriguez
SGT Jeffrey A. Schaefer
SFC Lester D. Seay

PITTSBURGH

1SG Gary L. Johnson
SFC Willie J. Moya Jr.
SFC James F. White

PORTLAND

SFC John E. Byers
SSG Barry J. Kessler

RALEIGH

SSG Mark A. Blankenship
SSG Johnny L. Bull
SFC Otea Burks Jr.
SGT Anthony Cleveland
SFC Cheryl Garrett
SSG Brian Nixon
SGT David U. Robinson
SSG Walter E. Scott

RICHMOND

SFC Lindsay D. Boykins
SFC Billy G. Clark
SSG Ronald E. Cross
SFC Johnnie C. Dail III
SGM Arnold E. Fripp Jr.
SSG Larry G. Moore
SFC Robert L. Williams
SFC Earl G. Winston Jr.

SACRAMENTO

SSG Tyrone J. Black

SALT LAKE CITY

SFC Anthony M. Guretz

SAN ANTONIO

SFC Armando Perez
SGT Mark O. Terry

SAN FRANCISCO

GS7 Saunoa F. Vaouli

SEATTLE

SFC Terry Epps

ST. LOUIS

SFC Lenny E. Dinkins
SFC Ralph Grady
SFC Leotis Gunn
SSG Diane Harris
SFC William J. Jonhson

SYRACUSE

SSG Ricky A. Bowman
SSG Clint F. Brooks
SFC William F. Hornsberger
SFC Thomas F. Keefer
SFC Daniel S. Lamont

Gold Badges

ALBANY

SSG Brenda L. Bys
SGT David J. Cohick
SGT Todd A. Forbes
SGT Tommie Johnson

ALBUQUERQUE

SSG Julio Cabrera-Falcon
SGT Chadwick Rogers

ATLANTA

SSG Kevin D. Hurt
SGT Joey Jones
SSG Michael A. Proctor
SSG Russell S. White

BALTIMORE

SSG Debbie L. Wells
SGT John L. Welsh

CHICAGO

SGT Lafayette Ausborn
SSG Yong M. Boggs
SSG Gary N. Creditor
SSG James R. Fuller
SSG Daniel W. Holtel
SFC Billy D. Huggins
SGT William A. Joiner Jr.
SSG Steven M. Ryan
SSG Michael P. Spencer

CINCINNATI

SGT Timothy Thurman

CLEVELAND

SSG Raymond D. Barnhart
SGT Clarence R. Caldwell
SSG Lloyd B. Clevenger
SSG Daniel G. Ellis
SSG Brian J. Olson
SFC Dennis Richardson
SGT Albert Thomas

COLUMBUS

SGT Stephanie Jones
SSG Larry B. Stroud II
SSG Scott K. Worlie

DALLAS

SGT Antha L. Braddy
SSG Rhonda E. Bridges
SGT Kirk E. Douglas
SSG Javier Ortiz
SFC Vicki L. Stack
SGT Donald P. Still
SGT Jeffrey J. Strobel
SSG Melvin R. Tolbird

DENVER

SSG Matthew R. Jones
SSG Kendal R. O'Leary
SFC Keith J. Paulson

DETROIT

SSG Arturo Carter
SGT Thurman Davis
SSG Randy A. Emerson
SSG Willis Miller
SGT Sherwin L. Prior
SSG Allan Ware

HARRISBURG

SGT Christopher Audette
SSG James E. Chapman Jr.
SSG Johnny M. Davis
SGT Steven P. Dunkle
SSG Erick W. Grissom
SSG Johnny Head
SGT Aaron K. Jones
SSG Mark J. Miglionico
SGT Jeffrey R. Sabourin

HOUSTON

SGT Arturo Ayala
SSG Donell F. Jones
SGT Michael J. Marr
SGT Marcus K. Morgan
SGT Earnest O. Roberts Jr.
SFC Gregory C. Sims
SGT Raymond L. Swinton

INDIANAPOLIS

SSG William B. Rembert

JACKSON

SSG Michael A. Bell
SSG Darryl Dancy

JACKSONVILLE

SGT Brian R. Fair
SSG Paul L. Grice Jr.
SSG Kevin Joyce
SSG Donald E. Wilson

KANSAS CITY

SSG Lonnie Cadman
SFC Mary L. Cunningham
SGT James M. Emmons Jr.
SGT Clem P. Vanzeeland
SGT Jon D. Wolfe

LOS ANGELES

SSG Deborah Flamer
SSG David W. Goff
SSG Ricky Guevara
SSG Raymond L. Morillo

SFC William Rodriguez-
Gavilan

SSG Ronald L. Scott
SSG Larry J. Whitehead

MIAMI

SSG Douglas Bell
SGT Richard S. Coates
SSG Juan J. Morillo
SSG Ronald Ralph
SGT John L. Rogers
SSG Denis L. Tillman
SSG Billy Weatherman

MILWAUKEE

SSG Richard Geese
SGT Thomas J. Lloyd
SSG Stephen Michaels
SSG Andrew S. Richard
SGT Andrew R. Tan

MINNEAPOLIS

SGT Bruce A. Johnson
SGT Russell D. Reynolds
SFC Daniel R. Smith
SSG Shawn F. Whitehorn
SGT Dennis E. Young

MONTGOMERY

SFC Stephanie H. Goodin
SSG Henry D. Lester
SSG Joel P. Meank
SSG Kerry A. Rivers
SSG Shawn P. Sweeney

NASHVILLE

SFC Daniel E. Clayton
SFC Charles J. Martin
SGT Robert L. McLean Jr.

NEWBURGH

SSG Thomas W. Daubert
SSG Willie C. Johnson
SFC C. J. Kershner
SFC Marvel J. Robinson
SSG Jorge Santiago
SFC Guy D. Shoemaker
SSG Joseph W. St. John II
SSG Gerald P. Walton
SSG Curtis M. Williams

NEW YORK CITY

SSG Melvin Brundidge
SSG Wayne I. Griffith Jr.
SSG Tyler R. Holmes
SSG Prentice McCall
SSG Eddie McClendon

SFC Michael D. Moll
SGT Anthony Ruff
SSG Arthur Temple
SSG Paul Williams

OKLAHOMA CITY

SSG Kevin R. Edwards
SSG Ernest E. Fox
SSG Alfredo Inostroza-Coon
SSG Elton B. Jones
SFC Jay A. Thompson

PHILADELPHIA

SGT Gairy A. Austin
SSG Jerry D. Brooks
SFC Iris A. Munoz
SSG Carl Pierce

PHOENIX

SGT Jerry L. Alves Jr.
SSG Kent W. Phyfe
SGT Kenneth Ward

PITTSBURGH

SGT John E. Brown
SGT Michael J. Christoff
SSG Stephen E. Cotton
SSG Kenneth G. Dwyer
SGT Gregory Fountain

RALEIGH

SFC Gregory L. Campbell
SSG Timothy W. Niles
SFC Larry L. Webster

SACRAMENTO

SGT Nathaniel B. Melvin
SGT Gregory N. Perez

SALT LAKE CITY

SGT James Gunzenhauser
SSG Louis M. Jasso
SSG Robert M. Purcell
SSG Gary D. Reynolds

SAN ANTONIO

SGT Craig A. Callies
SSG John R. Escobedo
SSG Jay D. Graham
SSG Bruce M. Stratford
SFC Ronald L. Wilson

SAN FRANCISCO

SSG Robert J. Aguon
SFC Bruce E. Jones

SYRACUSE

SSG Joseph P. Dutilly
SGT David L. Gudgeon

RSC Schedule

RSM February

Cinema Vans

ALBUQUERQUE, Jan 28 - Feb 21
BRUNSWICK, Feb 18 - 24
CHICAGO, Feb 10 - 21
CLEVELAND, Feb 3 - 7
INDIANAPOLIS, Jan 28 - Feb 14
JACKSONVILLE, Feb 18 - 24
LANSING, Feb 10 - 21
MILWAUKEE, Jan 28 - Feb 7
MONTGOMERY, Jan 28 - Feb 21
NEWBURGH, Jan 28 - Feb 14
NEW ORLEANS, Jan 28 - Feb 21
OKLAHOMA CITY, Jan 28 - 29
SACRAMENTO, Jan 28 - Feb 21

Cinema Pods

ALBANY, Feb 3 - 7
ATLANTA, Jan 28 - Feb 21
CINCINNATI, Feb 3 - 14
DENVER, Jan 28 - Feb 24
DETROIT, Feb 17 - 24
HARRISBURG, Jan 28 - Jan 31
HOUSTON, Feb 1 - 21
JACKSON, Feb 1 - 21
NEWBURGH, Feb 10 - 21
SAN ANTONIO, Jan 28 - 30
SEATTLE, Jan 28 - Feb 21
ST. LOUIS, Jan 28 - Feb 21

High Technology Exhibit Van

ALBUQUERQUE, Feb 4 - 24
SANTA ANA, Jan 28 - 31

Answers to the Test

1. C. USAREC Pam 350-7, para 1-1(c)
2. C. USAREC Pam 350-8, para 4-8(a)
3. B. USAREC Pam 350-10, Chapter 2
4. C. USAREC Pam 350-10, Chapter 2
5. B. USAREC Reg 350-7, para 4-23a
6. D. USAREC Reg 350-7, para 7-8c
7. B. USAREC Reg 350-6, para 3-10a
8. C. USAREC/FORSCOM Reg 601-67
9. C. AR 601-210, para 4-8
10. B. AR 601-210, para 5-10d
11. A. USAREC Reg 350-7, para 2-10b
12. A. AR 601-210, para 6-8c
13. B. USAREC Reg 350-6, para 3-8
14. C. USAREC Reg 350-6, para 3-13b(4)(a,b)
15. B. AR 601-210, para 2-4c(1)

CONGRATULATIONS

Although he was not featured in an article in this issue, our congratulations go out to **1SG David F.**

Swartzentruber, from the Oxnard Recruiting Company, Los Angeles Battalion, 6th Recruiting Brigade.

The first sergeants were rated separately and did not participate in the Annual Awards Board held this year at Fort Knox.

Photos by

Our most sincere gratitude and a big thank you to the TASC at Fort Knox, Ky., for providing photographic support for our Annual Awards Board feature.

All photos of the winners and runners-up were taken by Fort Knox TASC personnel.

The Awards Board and the Runners-Up . . .



(Left to right) Front Row: CSM Donna D. Montgomery, SFC James D. Ryan, SFC Mary L. Cunningham, SPC Joni R. Wolfe, SSG Steven M. Ryan, CSM Ernest H. Hickie.
Second Row: SSG Jeffrey A. Schaefer, CSM Boyd W. Bowers, SFC Fritz Raymond, SGM Robert R. Finch, CSM David G. Gardner, SFC Harry R. Sowers Jr., SSG Paul E. Ohmann, CSM Jose A. Morell, CSM William R. Greenfield

Runners-Up for Annual Awards:

- *for RA Recruiter of the Year* — SGT Jeffrey A. Schaefer, 6th Brigade, Phoenix Battalion, Tucson Company
- *for USAR Recruiter of the Year* — SSG Paul E. Ohmann, 2d Brigade, Jacksonville Battalion, Jacksonville Company
- *for Regular Army Nurse Recruiter of the Year* — SFC Mary L. Cunningham, 5th Brigade, Kansas City Battalion, Lawrence Company
- *for USAR Nurse Recruiter of the Year* — SFC Harry R. Sowers, 1st Brigade, Harrisburg Battalion, Carlisle Company
- *for New Recruiter of the Year* — SFC Fritz Raymond, 1st Brigade, Baltimore Battalion, Washington Company
- *for Guidance Counselor of the Year* — SFC James D. Ryan, 1st Brigade, Albany Battalion
- *for Soldier of the Year (tie)* — SSG Steven M. Ryan, 4th Brigade, Chicago Battalion, Libertyville Company; and SPC Joni R. Wolfe, HQ, USAREC, Information Management Directorate
- *for First Sergeant of the Year* — 1SG Nelson F. Huggins, 2d Brigade, Raleigh Battalion, Greenville Company